



# **FAILURE FACTORS IN LEAN IMPLEMENTATION: A CASE STUDY AT LOADSTAR (PVT) LTD**

BY

Raveendra L.M

Supervised by

Dr. Chandana Perera

The Dissertation was submitted to the Department of Management of technology  
of the University of Moratuwa in partial fulfillment of the requirement for the  
Degree of Master of Business Administration.

Department of Management of Technology  
University of Moratuwa, Sri Lanka

2009

94823



## Abstract

Over the last twenty five year Loadstar (Pvt) Ltd was expanded its operation and the man power up 7000 employee with in the group. But proper management system was not built up to control this resource and takes maximum production out put from plant. All the factories operate in the low efficiency. To overcome this situation management decided to implement management system. And it was started together with consultant team. But from the implementation expected result was not achieved. This research examines the failure factors of lean implementation in the wheel manufacturing plant of Loadstar (Pvt) Ltd in Sri Lanka

Data was collected from 100 employees at four production plants; 60 from senior executive and 40 from junior executive. This study identified eight major factors influenced for the implementation. From that some factors are tends to failure and some factors create positive environment for the implementation.

It is recognized that there are both failure and success factors. Less financial capability for consultation, Less leadership and management of core team members, Less leadership and management of top management, Financial difficulties for resources over the period, Incompatible organization culture of top down approach and less transparency and Optimum time frame is not allocated for the implementation program are identified as the major failure factors.

Keywords - Quality, Lean production, Failure factors, Automotive industry, Success factors, Sri Lanka